

Personnel-General

AFFIRMATIVE ACTION PLAN

Summary. This regulation presents the U.S. Army Training and Doctrine Command (TRADOC) Affirmative Action Plan (AAP). It sets forth goals, responsibilities, and policies that support the Department of the Army (DA) Equal Opportunity (EO) program. The TRADOC AAP is a management document; it fulfills a specific DA requirement that major Army commands develop and publish a comprehensive EO AAP for soldiers. An AAP is required for all Army organizations, commands, and agencies, to include brigade (or equivalent) level.

Applicability. This regulation applies to TRADOC installations and activities.

Supplementation. Do not supplement this regulation without prior approval from Commander, TRADOC, ATTN: ATBO-BPE, Fort Monroe, VA 23651-5000.

Suggested improvements. The proponent of this regulation is the Deputy Chief of Staff for Base Operations Support. Send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) through channels to Commander, TRADOC, ATTN: ATBO-BPE, Fort Monroe, VA 23651-5000. Suggestions may also be submitted using DA Form 1045 (Army Ideas for Excellence Program (AIEP) Proposal).

Internal control systems. This regulation is not subject to the requirements of AR 11-2. It does not contain internal control provisions.

Distribution restriction. Approved for public release; distribution is unlimited.

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- 1. Purpose.** This regulation is the TRADOC Affirmative Action Plan (AAP). It sets forth the goals and objectives of the Commander, TRADOC and staff agencies which constitute affirmative actions in support of the Department of the Army Equal Opportunity Program. Objectives are to—

a. Monitor structural imbalances that have equal opportunity implications and correct where possible.

b. Foster a command climate that provides the opportunity for growth and effective utilization of individual capabilities.

c. Infuse affirmative actions into the traditional management system by placing the responsibility for affirmative actions with the commanders and heads of staff agencies who implement the action through their functional managers. Ensure fairness, justice, and equity for all soldiers, regardless of race, color, ethnicity, gender, or religion by reinforcing equal opportunity as an obligation of leadership and function of command.

d. Provide a mechanism to assess the TRADOC EO program.
- 2. References.**

a. AR 600-20 (Army Command Policy) with TRADOC Supplement 1.

b. DA Pam 600-26 (The Department of the Army Affirmative Action Plan).
- 3. Explanation of abbreviations and terms.** The glossary contains abbreviations and special terms used in this regulation.
- 4. Responsibilities.**

a. TRADOC Deputy Chief of Staff for Base Operations Support (DCSBOS) will—

*This regulation supersedes TRADOC Reg 600-11, 1 June 1988, and TRADOC Form 609-R, October 1983.

(1) Chair the TRADOC AAP panel that will provide a forum for AAP proponents and special staffs to report on EO matters falling within their functional areas of responsibility and AAP goal attainment.

(2) Provide the Commanding General with a formal assessment of AAP goal attainment and the EO environment within TRADOC in the Annual Narrative and Statistical Analysis.

(3) Have general staff responsibility for the development, publication, review, and management of the TRADOC AAP.

(4) Assist proponents and special staff with initiatives within functional areas.

(5) Ensure TRADOC AAP is submitted to HQDA (DAPE-HR-L), Washington, DC 20310-0300 for review.

(6) Have the Adjutant General (AG), TRADOC, chair the AAP panel in the absence of the DCSBOS.

b. Proponents and special staff will—

(1) Serve as AAP panel members. The following staff offices are currently proponents/panel members for AAP goals:

- (a) DCSBOS.
- (b) AG.
- (c) EO Branch.
- (d) Inspector General (IG).
- (e) Engineers/Housing.
- (f) Deputy Chief of Staff for Training (DCST).
- (g) Staff Judge Advocate (SJA).
- (h) Equal Employment Opportunity (EEO).
- (i) Civilian Personnel Division (CPD).
- (j) Public Affairs Office (PAO).
- (k) Deputy Chief of Staff for Resource Management (DCSRM).

(2) Formally meet with TRADOC AAP panel annually. Informal panel meetings will occur semiannually.

(3) Have staff responsibility for EO matters falling within their functional areas.

(4) Develop goals and reporting procedures for affirmative actions described in Appendix A of this regulation.

(5) Manage functional areas of responsibility to identify those areas where discrimination exists. Once discrimination is identified, take appropriate actions to remedy the situation where possible.

(6) Collect data in member's functional areas. Provide EO Branch necessary data by 20 October each year to be included in the annual narrative and statistical report.

(7) Prepare graphic and/or statistical analysis of data to—

(a) Determine if AAP goal is still relevant or requires revision.

(b) Determine if a change in policy or procedure is required.

(c) Brief functional area(s) and provide assessment of goal achievement at semiannual panel meetings.

c. EO Branch, DCSBOS, will—

(1) Include Affirmative Action progress in the annual narrative and statistical report submitted to DA.

(2) Coordinate the revision and update of AAP as required. Set up formal and informal AAP panel meetings and be responsible for minutes.

(3) Analyze goal assessment and recommend revisions where appropriate.

d. Commanders, TRADOC installations and activities will—

(1) Develop an AAP at each command, installation, separate unit, agency, and activity to include brigade or equivalent level.

(2) Ensure plans are developed to support and achieve designated goals. Goals listed in Appendix A are specific to TRADOC. Installation and brigade levels need to develop goals to support specific local needs/problem areas. Additional topics for consideration could include but are not limited to EO training, personnel actions (e.g., awards, promotions), unit Staff Assistance Visits, etc.

(3) Send copy of new or revised AAP to HQ TRADOC, ATTN: ATBO-BPE, Fort Monroe, VA 23651-5000.

(4) Conduct AAP panel meetings at least once annually. Ensure minutes of panel meetings are recorded and kept on file.

5. Policy. It is the policy of TRADOC to provide equal opportunity and treatment for soldiers and their families without regard to race, color, gender, religion, or national origin. This plan directs positive affirmative actions in support of this policy. It reflects the high priority afforded these important tasks and the commitment of TRADOC to achieve EO goals.

6. Goal development.

a. The AAP panel members are responsible for goal development. Each goal has a functional area proponent who is ultimately responsible for monitoring, reviewing, and analyzing. More than one proponent may be assigned to each goal. Ownership, however, should not be limited to the proponent(s). AAP panel members should be comfortable and familiar with all the goals, not just with their functional area.

b. Develop goals to support all aspects of the Army's Equal Opportunity Program. Requirements for affirmative actions may arise from a need to manage, assess, and report on the status of minority and female

soldiers. Goals, however, should not be limited to statistical analysis. Any EO related area may become a goal; e.g., training.

7. Goal revision. Affirmative action goals require constant revision. Discard goals which have been achieved and are no longer relevant. Goals sometime become obsolete, overcome by events, or simply not achievable. Proponents will review each goal at the AAP panel meetings. At that time, the panel will decide whether the goal is to be maintained, revised, or dropped.

8. Review and analysis.

a. Proponents will present their goals at the AAP panel. Review will include goal status and statistical analysis where appropriate. Recommendations for change (additions, deletions) will be included.

b. Proponents will provide a written annual review of goals to EO Branch not later than 20 October each year.

9. Measurement.

a. Goals which are quantifiable should be measured in order to—

- (1) Identify trends.
- (2) Highlight differences or discrepancies.

b. Goals which are not quantifiable will be presented in narrative.

10. Reporting requirements.

a. Staff offices (proponents) are responsible for—

(1) Collecting the data designated in their subject area.

(2) Preparing a graphic and/or narrative data analysis to determine—

- (a) If the goal should be maintained, revised, or deleted.
- (b) If some change in policy or procedure is needed.
- (c) If trends exist.

(3) Staff offices (proponents) will present data on their subject area at the AAP panel meeting. Consolidate and report data at the end of the fiscal year (30 September) to include in the TRADOC Annual Narrative and Statistical Report. The data must arrive at the TRADOC Equal Opportunity Office NLT 20 October.

b. The following TRADOC installations/activities will have an AAP:

- (1) Commander, U.S. Army Combined Arms Support Command and Fort Lee.
- (2) Commander, U.S. Army Combined Arms Command and Fort Leavenworth.
- (3) Commander, U.S. Army Engineer Center and Fort Leonard Wood.

(4) Commander, U.S. Army Soldier Support Center and Fort Benjamin Harrison.

(5) Commander, U.S. Army Ordnance Center and School, Aberdeen Proving Ground.

(6) Commander, U.S. Army Air Defense Artillery Center and Fort Bliss.

(7) Commander, U.S. Army Field Artillery Center and Fort Sill.

(8) Commander, U.S. Army Signal Center and Fort Gordon.

(9) Commander, U.S. Army Armor Center and Fort Knox.

(10) Commander, U.S. Army Chemical and Military Police Centers and Fort McClellan.

(11) Commander, U.S. Army Aviation Center and Fort Rucker.

(12) Commander, U.S. Army Training Center and Fort Jackson.

(13) Commander, U.S. Army Intelligence Center and Fort Huachuca.

(14) Commandant, U.S. Army War College.

(15) Commander, U.S. Army Transportation Center and Fort Eustis.

(16) Commander, U.S. Army Infantry Center and Fort Benning.

(17) Commander, U.S. Army Cadet Command.

(18) Commandant, U.S. Army Chaplain Center and School.

(19) Commandant, Defense Language Institute, Foreign Language Center.

(20) Commandant, U.S. Army Ordnance Missile and Munitions Center and School.

(21) Commander, Fort Monroe.

c. TRADOC installations and activities will include an analysis of Affirmative Action goals in the Annual Narrative and Statistical Report. This will include the status of goals achieved, changed, deleted, or added.

11. AAP goal format. An explanation of the format elements contained in the AAP follows. Appendix A lists TRADOC goals.

a. Subject: General area or title.

b. Number: Sequence (1, 2, 3...).

c. Goal: Statement of intent on the part of the commander which represents a desired end to be attained.

d. Basis for goal: What established the requirement for the goal-DA, TRADOC, local intent, or other guidance?

e. Affirmative actions: A step or action by activities to ensure all soldiers and their families are afforded equal opportunity.

- f. Milestones:
- (1) Milestones are arranged in a timetable format to facilitate management effort. They are not ceilings, nor are they base figures to be reached at the expense of requisite qualifications. In affirmative action efforts, milestones are not quotas.
- (2) Milestones should be realistic and attainable with “good faith” effort, time phased, measurable, and within the span of control or responsibility of the commander who will sign the AAP.
- (3) Milestone development responsibilities and affirmative action goal accountability rests with the proponent.
- g. Proponent: The proponent block must reflect a specific agency designated for each AAP goal. The command or staff agency must have the resources and authority to control or influence the outcome of the goal.

Appendix A
TRADOC Affirmative Action Goals

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3. Military Justice	7
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7. Institutional and Unit Training	11

AFFIRMATIVE ACTION PLAN (TRADOC REG 600-11)

SUBJECT: COMMAND PROFILE

NUMBER:

1

GOAL(S): Provide demographics of the installation

BASIS FOR GOAL(S): DA Pam 600-26

AFFIRMATIVE ACTIONS

MILESTONES

1. Determine and report the composition of the Installation by rank, Racial Ethnic Designation Category (REDCAT), and gender.

 1. Annually by
1 Nov.

2. Include statistical analysis in annual narrative and statistical report.

 2. Annually by
1 Nov.

PROPONENT: EO Branch

AFFIRMATIVE ACTION PLAN (TRADOC REG 600-11)	
SUBJECT: OFFICER COMMISSIONING PROGRAMS (OFFICER CANDIDATE SCHOOL (OCS) AND U.S. MILITARY ACADEMY PREPARATORY SCHOOL (USAMAPS))	NUMBER: 2
GOAL(S): Ensure all qualified individuals are encouraged to apply and are considered for acceptance without regard to race or gender.	
BASIS FOR GOAL(S): DA Pam 600-26	
AFFIRMATIVE ACTIONS	MILESTONES
<ol style="list-style-type: none"> 1. Encourage qualified soldiers to apply for officer commissioning programs. 2. Installations report applications for OCS and USAMAPS using TRADOC Form 395-R by REDCAT and gender. 3. EO Branch include in narrative and statistical report to Department of the Army by REDCAT and gender. 	<ol style="list-style-type: none"> 1. Periodic review. 2. Annually by 1 Nov. 3. Annually by 1 Nov.
PROPONENT: EO Branch	

AFFIRMATIVE ACTION PLAN (TRADOC REG 600-11)

SUBJECT: MILITARY JUSTICE

NUMBER:

3

GOAL(S): Ensure that all soldiers are treated equitably by monitoring the administration of military actions by REDCAT and gender.

BASIS FOR GOAL(S): DA Pam 600-26

AFFIRMATIVE ACTIONS

MILESTONES

1. Develop and report data by REDCAT and gender on each of the following military justice actions:
 - a. Article 15
 - b. Summary courts-martial
 - c. Special courts-martial
 - d. General courts-martial
 - e. Punitive discharges approved by general court-martial convening authority.
2. Include an analysis of trends in the Annual Narrative and Statistical Report.

1. Annually by
1 Nov.
2. Annually by
1 Nov.

PROPONENT: SJA

AFFIRMATIVE ACTION PLAN (TRADOC REG 600-11)	
SUBJECT: EO PROGRAM STAFFING	NUMBER: 4
GOAL(S): Maintain 100 percent fill of DEOMI trained Equal Opportunity Advisor (EOA) positions within TRADOC.	
BASIS FOR GOAL(S): AR 600-20, DA Pam 600-26, and MACOM Authorization Documents	
AFFIRMATIVE ACTIONS	MILESTONES
<ol style="list-style-type: none"> 1. Develop a computer program to identify 94 TRADOC EOA positions by name, rank, MOS, installation, and projected loss date. 2. Installations will provide updated TRADOC Form 396-R (Equal Opportunity Personnel Assignments). 3. TRADOC EO coordinate with PERSCOM three months prior to DEOMI class start date to fill pending vacancies. 4. Obtain names, class dates, and installation assignments from PERSCOM. 5. Installations will notify TRADOC-EO Branch of any unprogrammed losses. 	<ol style="list-style-type: none"> 1. 1st Qtr, FY 2. Quarterly 3. As required IAW DEOMI classes. 4. As required IAW DEOMI classes. 5. As required.
PROPONENT: EO Branch	

AFFIRMATIVE ACTION PLAN (TRADOC REG 600-11)	
SUBJECT: ANNUAL MACOM EQUAL OPPORTUNITY ADVISOR CONFERENCE/WORKSHOP	NUMBER: 5
GOAL(S): Conduct annual EOA conference/workshop with VTC follow-up to ensure all TRADOC EOAs understand their duties and responsibilities.	
BASIS FOR GOAL(S): TRADOC Requirement-To provide professional development and standardize procedures.	
AFFIRMATIVE ACTIONS	MILESTONES
1. Select conference/workshop site and dates. Develop agenda. Select/invite guest speaker(s). Publish and distribute agenda. 2. Conduct conference/workshop. 3. VTC follow-up for all installation EOAs (if required).	1. 1st Quarter Annually 2. 3rd Quarter Annually 3. 4th Quarter
PROPONENT: EO Branch	

AFFIRMATIVE ACTION PLAN (TRADOC REG 600-11)	
SUBJECT: TRAINING AND ASSIGNMENT OPPORTUNITIES	NUMBER: 6
GOAL(S): Provide equal training and career assignment opportunities by removing gender based barriers, where possible.	
BASIS FOR GOAL(S): VOCO CG, TRADOC	
AFFIRMATIVE ACTIONS	MILESTONES
1. Eliminate TDA position codes and MOS/specialty designators that bar assignment of females, where possible. a. Identify positions which appear to be coded to deny assignment of females without justification. (Lead-DCSRM). b. Publish MACOM policy for 1SG positions on MOS/Gender mix Training Base Positions. (Lead-DCSBOS/DCST). c. Change TDA. (Lead-School Commandants) d. Monitor/enforce policy. (Lead-DCSRM).	1a. TBD 1b. TBD 1c. TBD 1d. TBD
2. Fully integrate training for initial entry training (IET) soldiers. (Lead-DCST).	2. TBD
PROPONENT: DCSBOS, DCSRМ, DCST	

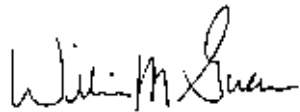
AFFIRMATIVE ACTION PLAN (TRADOC REG 600-11)	
SUBJECT: INSTITUTIONAL AND UNIT TRAINING	NUMBER: 7
GOAL(S): Implement effective equal opportunity to include prevention of sexual harassment training in institutional and equal opportunity representative (EOR) training courses and units. BASIS FOR GOAL(S): AR 600-20	
AFFIRMATIVE ACTIONS	MILESTONES
1. Develop joint training support packages for military and civilian institutional training courses, to include EOR training. 2. Develop training support packages for unit/installation training. (LEAD-SSC). 3. Evaluate EO/SH training in institutional training courses, units stationed on TRADOC installations and training for permanent party. (LEAD-HQ, TRADOC, Assist SSC and School). 4. Update training support packages for institutional, EOR, and unit training. (LEAD-SSC).	1. 1st Quarter FY 95 2. 1st Quarter FY 95 3. Annually 4. Biennially as required.
PROPONENT: EO Branch	

Glossary

AIEP	Army Ideas for Excellence Program	EOR	Equal Opportunity Representative
AAP	Affirmative Action Plan	IET	Initial Entry Training
AG	Adjutant General	IG	Inspector General
CPD	Civilian Personnel Directorate	MACOM	major Army command
DA	Department of the Army	MOS	Military Occupational Specialty
DCST	Deputy Chief of Staff for Training	OCS	Officer Candidate School
DCSBOS	Deputy Chief of Staff for Base Operations Support	PAO	Public Affairs Office
DCSRM	Deputy Chief of Staff for Resource Management	PERSCOM	Personnel Command
DEOMI	Defense Equal Opportunity Management Institute	REDCAT	Racial Ethnic Designation Category
DOD	Department of Defense	SJA	Staff Judge Advocate
EEO	Equal Employment Opportunity	TBD	To Be Determined
EO	Equal Opportunity	TDA	Table of Distribution and Allowances
EOA	Equal Opportunity Advisor	TRADOC	U.S. Army Training and Doctrine Command
		USAMAPS	U.S. Army Military Academy Preparatory School
		VTC	Videoteleconference

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